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Legacy Missions in Times of Change: Defining and Shaping Collections in the 21st Century

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Abstract

Despite the rapidly changing information and technology landscape, collections remain at the heart of academic libraries, signifying their enduring importance in providing access to our cultural heritage. Given broader trends in research and the current information ecology of an increasingly networked, distributed, and licensed environment, building collections and developing collection policies is increasingly ambiguous. These trends impact librarians in form of ever-expanding portfolios, diffusion of effort, weakened sense of focus, and a rising sense of persistent yet unmet needs for developing new skills. This paper outlines current research on collection trends and summarizes the interactive exchanges from the 2019 Charleston Conference Lively Session (<https://sched.co/UZR5>). Through live polling, session participants identified key trends in libraries and collections: Key trends included business models, budget constraints, consortium deals, continued importance of subscribed content, access vs. ownership, digitization of unique local collections, digital humanities, digital scholarship, library publishing projects, growing library investments in Open Access (OA), and collection diversification efforts with a view to equity and social justice. Among emerging library services, data services and digitization ranked highest in importance. The most-cited wish-list items included transformative deals, stronger campus partnerships, more OA projects, reduced copyright barriers in sharing homegrown digitized video content, as well as skill development in Counter 5 and data analysis. Existing physical and digital preservation programs received only lower-middle strength ratings. Among long-established library characteristics, collection policies, subscribed content, interlibrary loan, and consortial borrowing and lending retained enduring value and high rankings in importance. Tensions continue between ownership, borrowing, and access.

I. The Collections Landscape

A. Evolving Collections

Legacy Missions in Times of Change: Evolving Nature of Collections / Oya Rieger

Collections Landscape: Building, curating collections in support learning, teaching, and research has been a central stewardship role for cultural heritage organizations such as libraries. Despite the rapidly changing scholarly communication landscape, collections continue to be at the heart of academic libraries, signifying their role in providing access to our cultural heritage.

But in an increasingly networked, distributed, licensed environment, how do we define the library collection? What do collections imply? What is involved in building a collection? What does it mean to build a collection or develop a collection policy?

Key Drivers of Change: Collections have evolved considerably from their roots at the heart of academic libraries (Rieger, 2019). The changing nature of the scholarly record meets with researchers' preference for discovery and access at scale and online, growing emphasis on OA and transforming scholarly communication, as well as increasing prominence of distinctive collections., leading to evolving library priorities.

Regardless of the expansion of library services upstream to support early stages of scholarly workflows, libraries continue to be identified and branded by their collections (Blankstein & Wolff-Eisenberg, 2019). A 2017 study based on 82 million holdings in 212 libraries found that 42 percent of books had never circulated and that 75 percent had three or fewer circulations (Fry, 2018). Many libraries feel pressured to focus on their own home institutions' priorities and prove their importance and uniqueness to their senior leadership.

B. Redefining Library Collections

Broadening definitions of library collections reflect changing information ecosystems.

Collaborative and **coordinated** approaches have historical roots. Librarians have been discussing the idea of building capacity through collaborations and consortia since the Farmington Plan's inception in 1942 (Williams, 1961). OCLC's recent case study (Dempsey, Malpas, & Sanders, 2019) follows Big Ten academic libraries' strategic moves toward interdependence and collaborative collection stewardship. Key focal points include governance and ownership models, retention commitments, preservation strategies, and access and discovery. **Facilitated Collections** are emerging as a coordinated mix of local, external, and collaborative services built around users' actual needs and behaviors, moving from a just-in-case to just-in-time information landscape (Dempsey, 2016).

The proliferation of **digital scholarship** is driving content creation during various stages of scholars' daily workflows and the growth in seamless end-to-end services (Maron & Pickle, 2014). Collections function as data and librarians as technologists (Padilla, 2018).

Value Driven Collections: As society has grown more mindful of diversity and inclusion, intentional development of inclusive and diverse collections and partnerships with community archives are growing (Jules, 2019).

Selection and Budget Models: Evolving collections drive shifts in subject and liaison models, collection development policies, as well as interdisciplinary and inter-institutional research (Rosa, 2019).

II. Collection Shifts and their Impact on Library Services and Workflows

Legacy Missions in Times of Change: Impact on Collection Services & Roles / Antje Mays

Collections: Evolutions and Pressures: Business models are not keeping pace with steadily intensifying budget constraints in libraries. Increasing outlays are required for publisher packages and consortium deals. Digital proliferation such as e-resources and streaming media, as well as resource licensing frameworks, place additional pressures on library budgets. Broader trends present resource competition: Tensions continue between access and ownership tensions; digital proliferation has magnified the tensions between leased content and outright purchase. The rise and continued growth of Open Access (OA) has spawned growing library support for OA infrastructures, placing pressures on selecting materials. Growing attention to making unique local collections discoverable has spurred steep growth in digitization projects, leading to tensions between selection and curation, blurred organizational focus, and competing demands on budgets and staff time.

Divergent Portfolios, Diffusion of Effort: Libraries respond dynamically to technological proliferation and evolving needs of learners and researchers. Technology proliferation steers libraries into new services including maker spaces, emerging technologies, artificial intelligence, machine learning, augmented reality, research data services, data curation, digital humanities, open access, and institutional repositories. Students' increasingly dire financial duress has thrust libraries into leadership roles in providing open educational resources and alternative textbooks. Evolving expectations have given rise to the library as publisher, library as place, and the collections as a service movement.

The Collections as a Service Movement: Although historical perspectives cast collections in light of library-housed information warehouses (Anderson, 2013; Blankstein & Wolff-Eisenberg, 2019), the *collections as a service* movement sees collections as knowledge components that are strategically integrated in library services, outreach, research support, as well as collaborative endeavors (Linden et al, 2018; Way, 2017).

Pain Points for Liaison Librarians: As collections change in nature and broaden in scope, library operations and services continuously evolve and broaden – against a backdrop of budgets lacking the capacity to absorb the growing and broadening research output. At the same time, staffing levels struggle to absorb duties related to new library services while also maintaining long-standing yet still-relevant existing services. In the realm of collections and outreach, liaison librarians face growing workloads spreading into ever-expanding portfolios of duties and not enough time to tend equally to them all, and lack of role clarity resulting in team conflicts and information silos. Unclear organizational priorities, outdated organizational structures unadapted to the new task portfolios, and lack of meaningful guidance contribute to high librarian turnover. As librarians' task realms expand beyond collections into outreach and technologies, they face organizational structures unable to support them in their need for developing new skills (Banfield & Petropoulos, 2017; Kenney, 2014; Mays, 2018; Vine, 2018).

III. Charleston Conference Session: Interactive Live Poll Results

During the allotted time of 75 minutes, this Lively Session incorporated reflection exercises using the cellphone-friendly Mentimeter Pro live poll software. Owing to time constraints, no roll or attendance count was taken of the session participants. Audience members responded to a total of 20 questions via live poll, with anonymous responses displaying on the screen in real time: **Questions 1 and 2** covered **basics** such as session participants' organizations types and roles. **Questions 3 to 8** related to the **broader trends** and asked participants to reflect on industry trends, collection types, newly developing library services, and the Big Deal as viable purchasing model. **Questions 9 to 11** pertained to Open Access. **Questions 12 to 14** related to library publishing initiatives, digital humanities, and digital scholarship. **Questions 15 to 18** covered collection development, collection policies, resource sharing, and preservation. **Question 19** asked what skills needed to be developed. In closing, **Question 20** asked participants for open-ended, free-form closing thoughts.

The open-ended answers were captured with word clouds and open-ended quote boxes. The presentation's original quote boxes spanned multiple slides – the corresponding poll responses were reworked into word clouds with the wordclouds.com tool to improve clarity of visualizations for this paper. The session's brisk pace limited the amount of time for respondents to type the answers on their phones. This resulted in a small number of minor typographical errors. The images of the word clouds below show the responses verbatim as entered. In the raw data tables, the entries are listed alphabetically for clarity, and the originally mistyped words were corrected.

Part 1 – Basics:

The session began by gathering basic information about the participants to gauge the perspectives from which they saw collection trends:

Question 1: What type of organization are you with? Of the 16 who responded, most were affiliated with academic research libraries, followed by 2-4-year college libraries; one participant was with a publisher and another with a vendor.

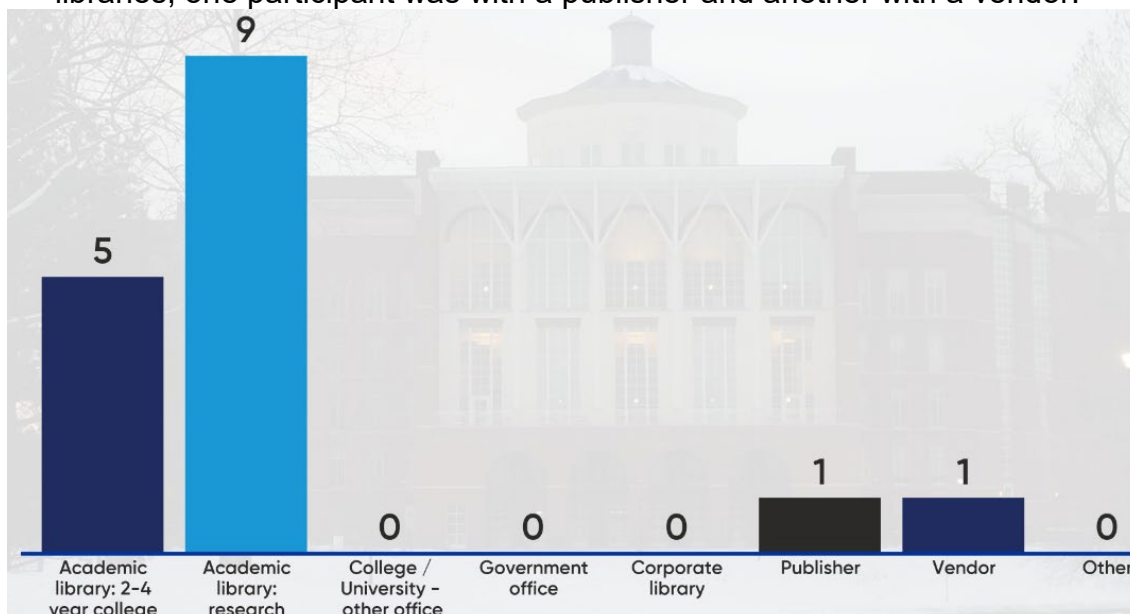


Figure 1: Live Poll Question 1: What type of organization are you with?

Organization types	Votes	%
Academic library: research	9	56%
Academic library: 2-4 year college	5	31%
Publisher	1	6%
Vendor	1	6%
College / University - other office	0	0%
Corporate library	0	0%
Government office	0	0%
Other	0	0%
Total responses	16	100%

Table 1: Live Poll: 16 responses to Question 1: What type of organization are you with?

Question 2: What best describes your role? Of the 21 respondents, most had collections roles, followed by administrator and “other” (tie), subject bibliographers and vendor (tie), and one acquisitions librarian.

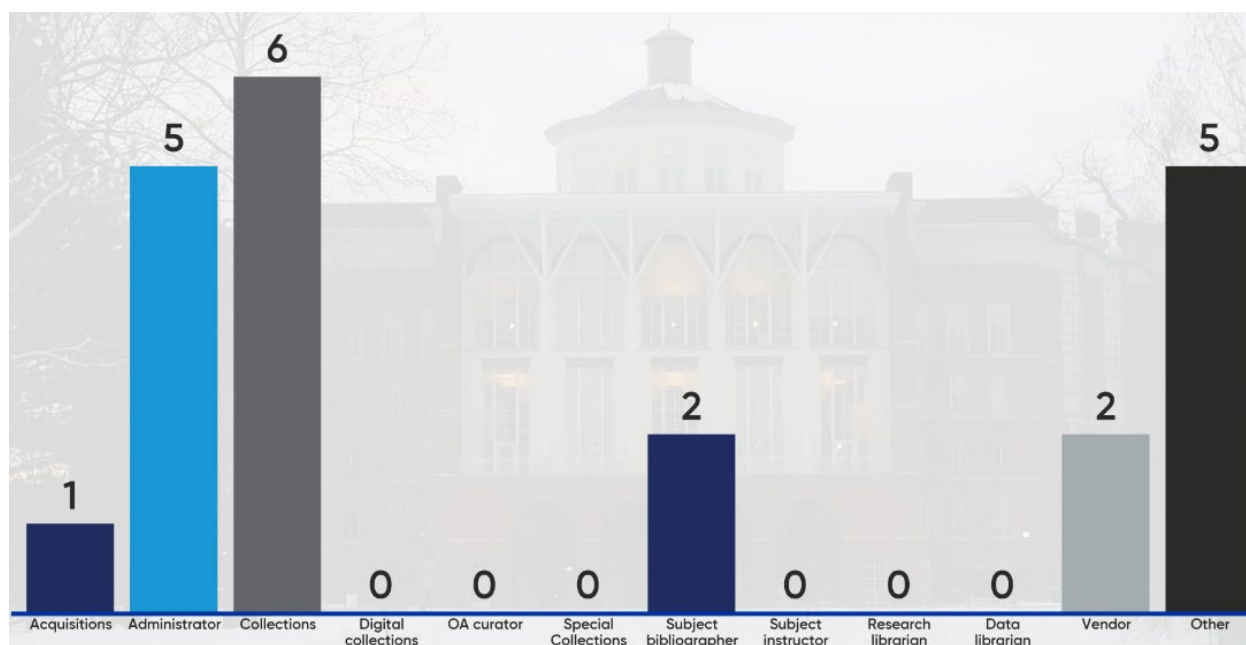


Figure 2: Live Poll Question 2: What is your role?

Roles	Votes	%
Collections	6	29%
Administrator	5	24%
Other	5	24%
Subject bibliographer	2	10%
Vendor	2	10%
Acquisitions	1	5%
Digital collections	0	0%
OA curator	0	0%

Special Collections	0	0%
Subject instructor	0	0%
Research librarian	0	0%
Data librarian	0	0%
	21	100%

Table 2: Live Poll: 21 responses to Question 2: What best describes your role?

Part 2 – Reflection on broader trends:

The next live poll questions presented participants with a variety of broader industry trends and asked participants for feedback on their impacts and importance.

Question 3: Library & industry trends: Please rate their importance. Participants were asked to rate six major trends by impact on the profession and long-range importance to the profession on a scale of 0 to 10 where 0 is lowest and 10 is highest. The matrix below shows the strength of each trend's impact and importance, as rated by 21 respondents.

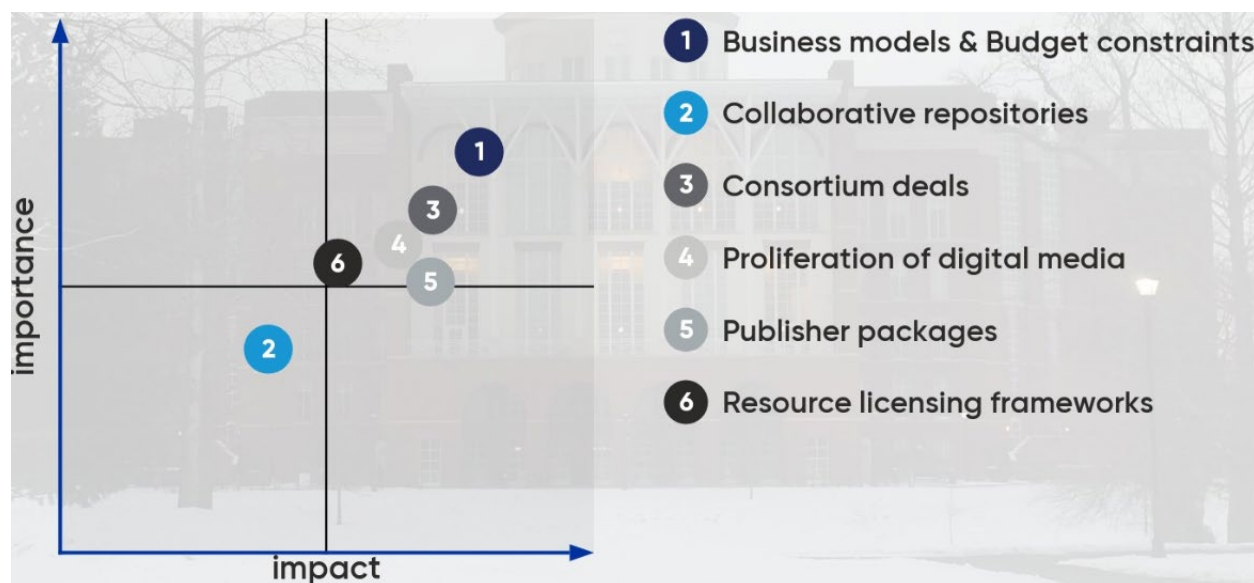


Figure 3: Live Poll Question 3: Library & industry trends: Please rate their importance.

Library & industry trends	impact	importance
1. Business models & Budget constraints	8.142857143	7.761904762
2. Collaborative repositories	3.80952381	3.714285714
3. Consortium deals	6.952380952	6.333333333
4. Proliferation of digital media	6.714285714	6.095238095
5. Publisher packages	7.142857143	5.095238095
6. Resource licensing frameworks	5.238095238	5.476190476

Table 3: Weighted averages of 21 Live Poll responses to Question 3: Library & industry trends: Please rate their importance.

Question 4: Collection types: Please rank by importance. The participants' votes show subscription resources outpacing all other collection types by a wide margin, followed by print materials (2nd place), streaming media (3rd), digital archival collections (4th), special collections and rare books (5th), and datasets to purchase as library resources (6th place).

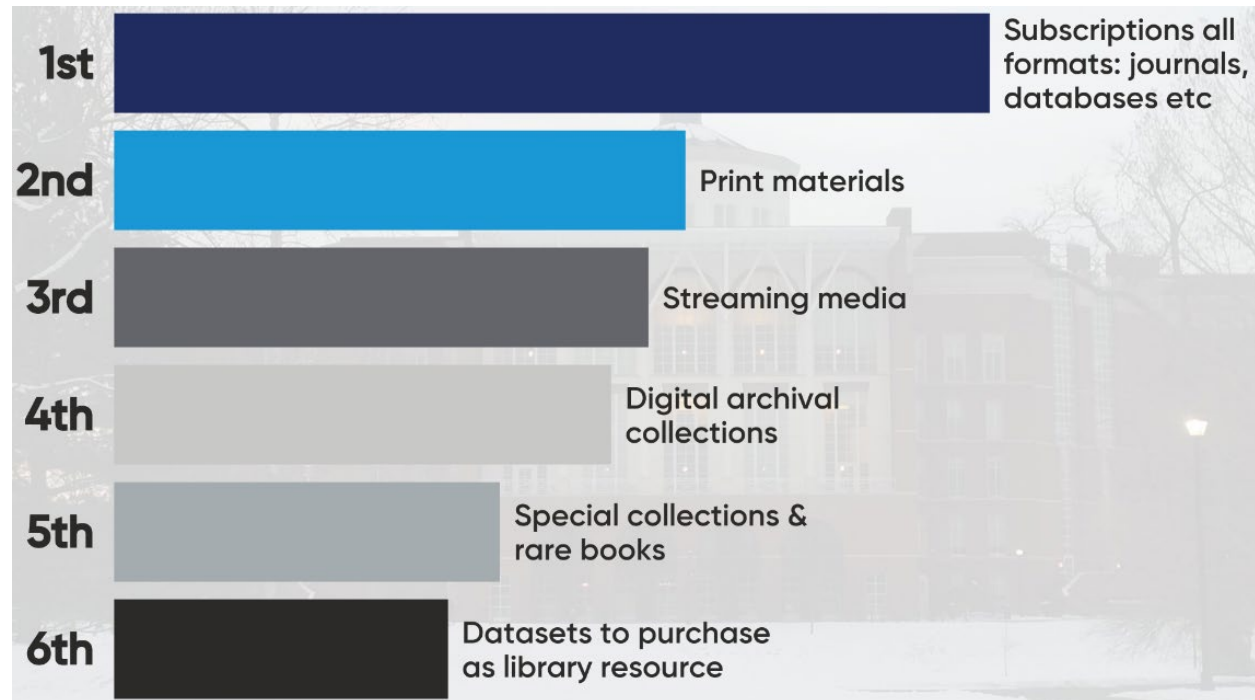


Figure 4: Live Poll Question 4: Collection types: Please rank by importance.

The data table shows the participants' vote tallies for each collection type's ranking. Weighted scores for each collection type's composite ranking were calculated as follows:

$$((n_1 \times 6) + (n_2 \times 5) + (n_3 \times 4) + (n_4 \times 3) + (n_5 \times 2) + (n_6 \times 1)) \div t_n \quad \text{where:}$$

n_1 =total votes for rank 1, n_2 =total votes for rank 2, n_3 =total votes for rank 3, n_4 =total votes for rank 4, n_5 =total votes for rank 5, n_6 =total votes for rank 6, 6=rank 1, 5=rank 2, 4=rank 3, 3=rank 4, 2=rank 5, 1=rank 6, and t_n =total votes for each collection type.

Collection types	Rank 1: number of votes	Rank 2	Rank 3	Rank 4	Rank 5	Rank 6	total votes	weighted score (6=rank 1 1=rank 6)
Subscriptions all formats: journals, databases etc.	17	2	1	0	1	0	21	5.62
Print materials	1	8	5	1	3	2	20	3.85
Streaming media	1	5	7	2	2	3	20	3.6
Digital archival collections	1	3	2	10	4	0	20	3.35
Special collections & rare books	1	3	1	3	5	8	21	2.48
Datasets to purchase as library resource	0	0	4	4	5	7	20	2.25

Table 4: Weighted ranking scores of 21 Live Poll responses to Question 4: Collection types: Please rank by importance.

Question 5: Broader trends: Please rank by importance. Participants gave the top ranking to the tensions between access vs. ownership and leased content vs. purchased materials; digitization of unique local collections took second place, and the tensions between OA infrastructure support and collection-building came in third.

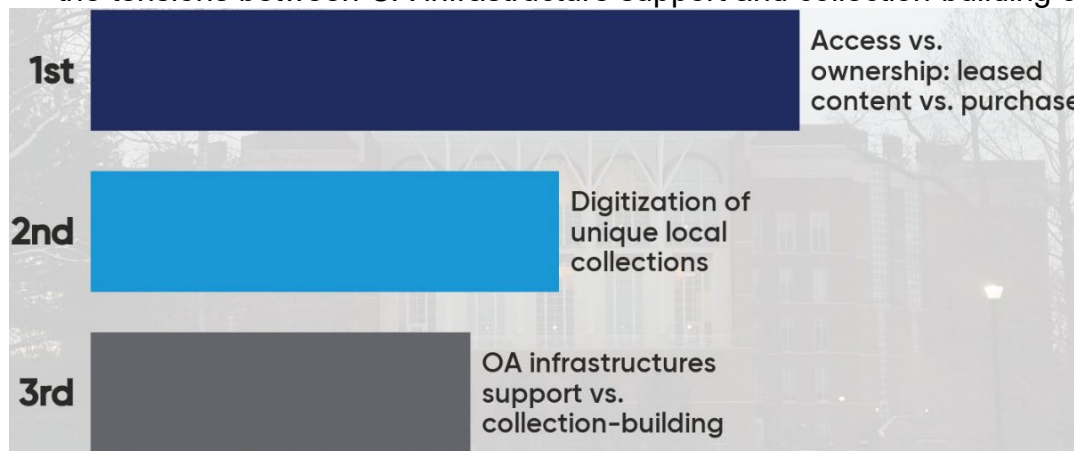


Figure 5: Live Poll Question 5: Broader trends: Please rank by importance.

Broader trends	1st place	2nd place	3rd place
Access vs. ownership: leased content vs. purchase	17	1	3
Digitization of unique local collections	1	15	4
OA infrastructures support vs. collection-building	3	4	13

Table 5: Live Poll: 21 responses to Question 5: Broader trends: Please rank by importance.

Question 6: Newly developing library services: Please rank by importance. The participants' votes show data curation outpacing all other newly developing library services, followed closely by data visualization (2nd place), text & datamining (3rd), maker spaces (4th), augmented reality (AR) in distant 5th place, and virtual reality (VR) in 6th place.

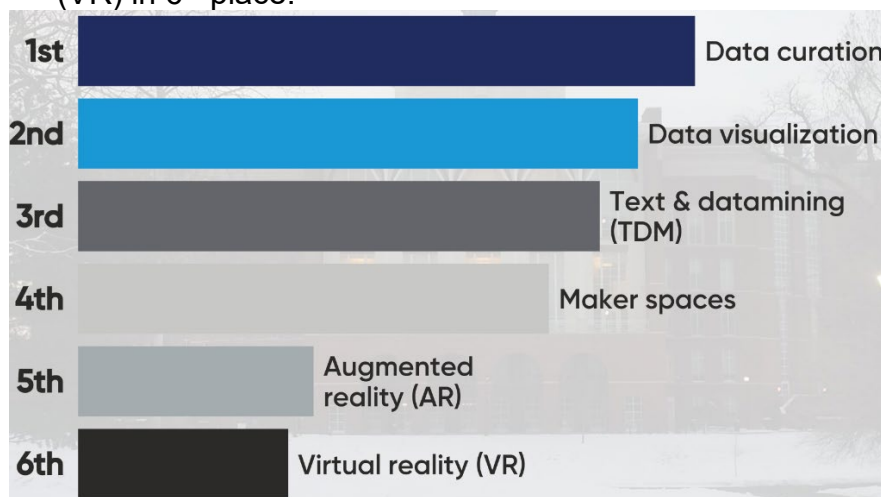


Figure 6: Live Poll Question 6: Newly developing library services: Please rank by importance.

- Table 7: Live Poll: 20 responses from 14 respondents to Question 7: What factors of influence did we miss?

important to **super**



Responses - alphabetized

1. Better than title by title
2. Big deals are a ripoff
3. Both / and. Some big deals are super helpful. Some are too expensive and restrictive. One minus of a high dollar big deal, even if it is good value is the inflation cost. Too much \$ tied up just in inflation.
4. Both / and
5. Can be very effective
6. Collection analysis
7. Depends on institution
8. Inflation ties up 2 much
9. Institutional dependencies
10. It depends on the deal!
11. Necessary evil
12. Not always bad
13. Return on investment
14. Sometimes the best option
15. Still cost effective
16. Value depends on users
17. We need better deals
18. Yes they are important but we feel trapped
19. Your mileage may vary

Table 8: Live Poll: 19 responses from 8 respondents to Question 8: Big Deal: Important? Expendable? Sound off here!

Part 3 – Open Access:

Question 9: Investing in Open Access at your institution? Participants rated their institutions' investment in Open Access on a Likert scale ranging from 0 to 5, where 0=no, not at all and 5=yes, very much so. The chart below shows low prevalence of OA investment, but a few institutions do systematically support OA.

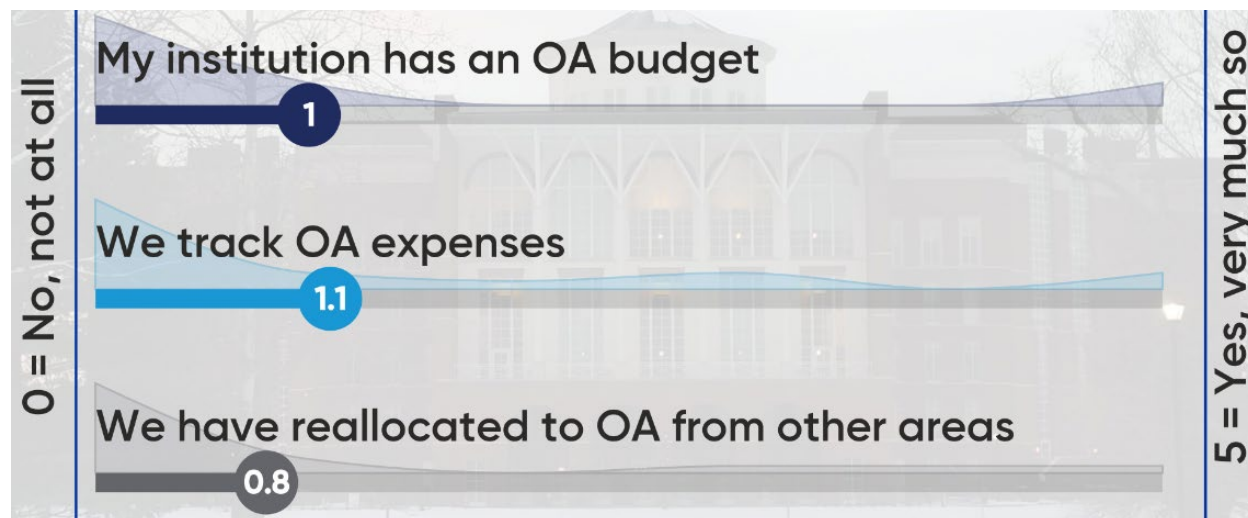


Figure 9: Live Poll Question 9: Investing in Open Access at your institution?

Table 9a: Weighted averages of 18 Live Poll responses to Question 9: Investing in Open Access at your institution?

OA investment activities	0	1	2	3	4	5
My institution has an OA budget	12	3	0	0	0	3
We track OA expenses	11	2	1	2	0	2
We have reallocated to OA from other areas	13	2	0	1	1	1

Question 10: Open Access: What are you supporting now? The most widely supported OA areas include Institutional Repositories, SCOAP3, arXiv, and supporting OA collections (one mentioned Knowledge Unlatched). Other current OA projects include cataloging initiatives to make various types of OA content discoverable, archiving and digitization, memberships, transformative agreements, and financial support for author publishing fees.



Responses - alphabetized

1. Adding OA resources to the catalog
2. arXiv
3. arXiv
4. arXiv
5. Can Unpaywall be considered OA? Probably not, but looking into it as alternative to licensed content
6. Cataloging and adding to collection OA ebooks.
7. Digitization
8. fund for author fees
9. Funded some newspaper OA projects
10. Funding some APCs for faculty
11. Institutional pre and post print repository.
12. Institutional Repository
13. Institutional Repository
14. Institutional Repository
15. Institutional Repository
16. Institutional Repository
17. Institutional Repository
18. Institutional Repository
19. Institutional Repository but not much to encourage faculty publication in these journals
20. Institutional Repository.
21. Institutional Repository.
22. KU (Knowledge Unlatched)
23. Making .gov extensions discoverable in OPAC.
24. Memberships
25. OA policy
26. OA policy
27. Paying author fees
28. SCOAP3
29. SCOAP3
30. SCOAP3
31. SCOAP3
32. SCOOP
33. Spending some collections money to support OA collections
34. Supporting OA monograph and OA digital archive projects
35. transformative agreements
36. Various OA products (KU), scoop, IR
37. We are paying annual costs for a OA journal to be hosted by our university press.
Around \$500-1000 a year
38. Web archiving
39. Web archiving

Table 10: Live Poll: 39 responses from 14 respondents to Question 10: Open Access: What are you supporting now?

Question 11: Open Access: Your future plans / wish list? The majority of Open Access wish-list projects centered on transformative agreements, partnerships between the campus library and university press, launching a new OA journal with the university press, starting a new Institutional Repository, and sharing digitized film with library partners. One respondent expressed copyright concerns, while another commented on not knowing the parent institution's plans.



Figure 11: Live Poll Question 11: Open Access: Your future plans / wish list?

Responses - alphabetized

1. Better leverage our partnership with press
2. Don't know institution's plans!
3. Host another OA journal at our university press
4. New IR
5. Signing transformative agreements
6. Track OA support
7. Transformative agreements
8. Transformative agreements
9. Truly transformative deals
10. Unpaywall, not OA per se but alternate to paid content
11. We plan to start tracking OA support better
12. Would like to share digitized video with library partners. Copyright issues a concern

Table 11: Live Poll: 12 response from 10 respondents to Question 11: Open Access: Your future plans / wish list?

Part 4 – Library publishing, digital humanities & scholarship

Question 12: Library as Publisher: Are you involved in publishing projects?

Just over one-third of the session participants indicated involvement in library publishing projects; nearly two-thirds of are not involved with library publishing initiatives.

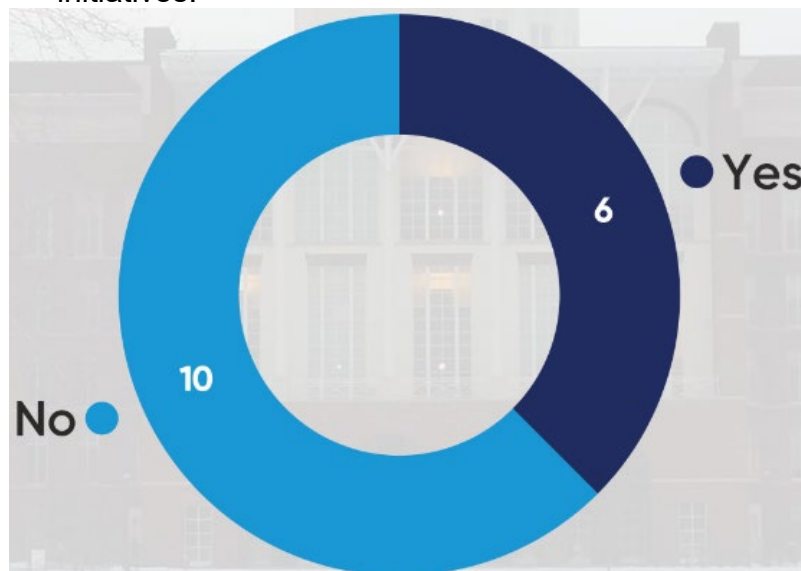


Figure 12: Live Poll Question 12: Library as Publisher: Are you involved in publishing projects?

Library / publishing projects?	Votes	%
Yes	6	38%
No	10	63%
Not yet, but active plans	0	0%

Table 12: Live Poll: 16 responses to Question 12: Library as Publisher: Are you involved in publishing projects?

Question 13: What library publishing projects are you involved in? Most session participants described support or active leadership of Institutional Repositories, publishing student journals, launching an open journal, financial support for OA publishing fees, and digitization projects.



Figure 13: Live Poll Question 13: What library publishing projects are you involved in?

Responses - alphabetized

1. Digitization projects
2. Paying hosting fees for OA journal
3. Regional research speciality journal through Institutional Repository platform
4. Student journal
5. Student journals
6. Student journals
7. Supporting Institutional Repository
8. Supporting our first open journal and looking to expand

Table 13: Live Poll: 8 responses from 5 respondents to Question 13: What library publishing projects are you involved in?

Question 14: Are you or your organization involved in digital humanities & digital scholarship? While two-thirds are actively involved in digital humanities and scholarship, the remaining third are not; no one indicated future plans in this area.

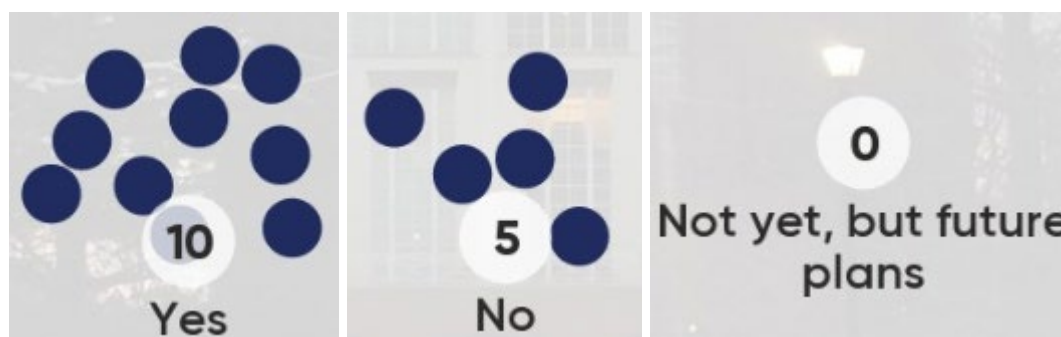


Figure 14: Live Poll Question 14: Are you or your organization involved in digital humanities & digital scholarship?

Digital humanities / scholarship?	Votes	%
Yes	10	67%
No	5	33%
Not yet, but future plans	0	0%

Table 14: Live Poll: X responses to Question 14: Are you or your organization involved in digital humanities & digital scholarship?

Part 5 – Collection stewardship

The next four poll questions asked participants to reflect on diversity, equity, and social justice considerations in collection development, resource sharing, and preservation.

Question 15: Diversity, equity, social justice --> collection program impact?

The text visualization and raw data indicate the widespread impact of diversity, equity, and social justice considerations on the most of the participants' collection programs.



Figure 15: Live Poll Question 15: Diversity, equity, social justice --> collection program impact?

Responses - alphabetized

1. Diversity is a non curricular assessment on campus. So yes
2. Not really
3. To some extent...
4. We are working with faculty to help them discover cases and learning objects featuring diverse protagonists
5. Yes
6. Yes
7. Yes
8. Yes
9. Yes - Definitely considering this during selection process
10. Yes in response to teaching in sociology and other academic areas

- 11. Yes revamped print purchasing to include more small press and alternative views
- 12. Yes, it is part of the university's founding...we are actively considering DEI with collections.
- 13. Yes, when choosing content to digitize
- 14. Yes, when firm ordering, always keep diversity in mind

Table 15: Live Poll: 14 responses from 13 respondents to Question 15: Diversity, equity, social justice --> collection program impact?

Question 16: Are collection policies still important? The live poll responses show that the majority of session participants still consider collection policies to be important guiding principles for libraries.

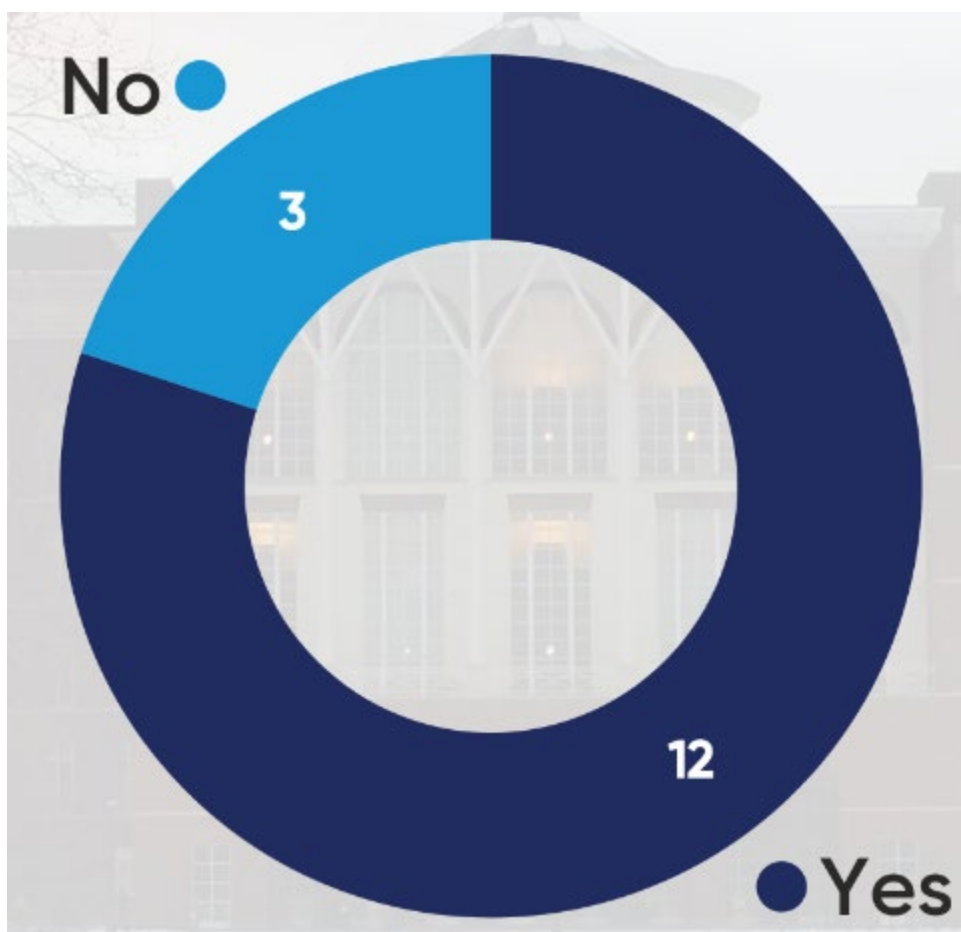


Figure 16: Live Poll Question 16: Are collection policies still important?

Collection policies still important?	Votes	%
Yes	12	80%
No	3	20%
Undecided	0	0%

Table 16: Live Poll: 15 responses to Question 16: Are collection policies still important?

Question 17: Resource sharing: taken for granted, or new dawn?

Participants rated their perceptions of five types of resource sharing on a Likert scale ranging from 0 to 5, where 0=taken for granted and 5=highly valued. The chart below shows the highest value placed on interlibrary loan, followed closely by consortial borrowing & lending, then more distantly by collaborative collection development, collaborative print repositories, and digital repository memberships.

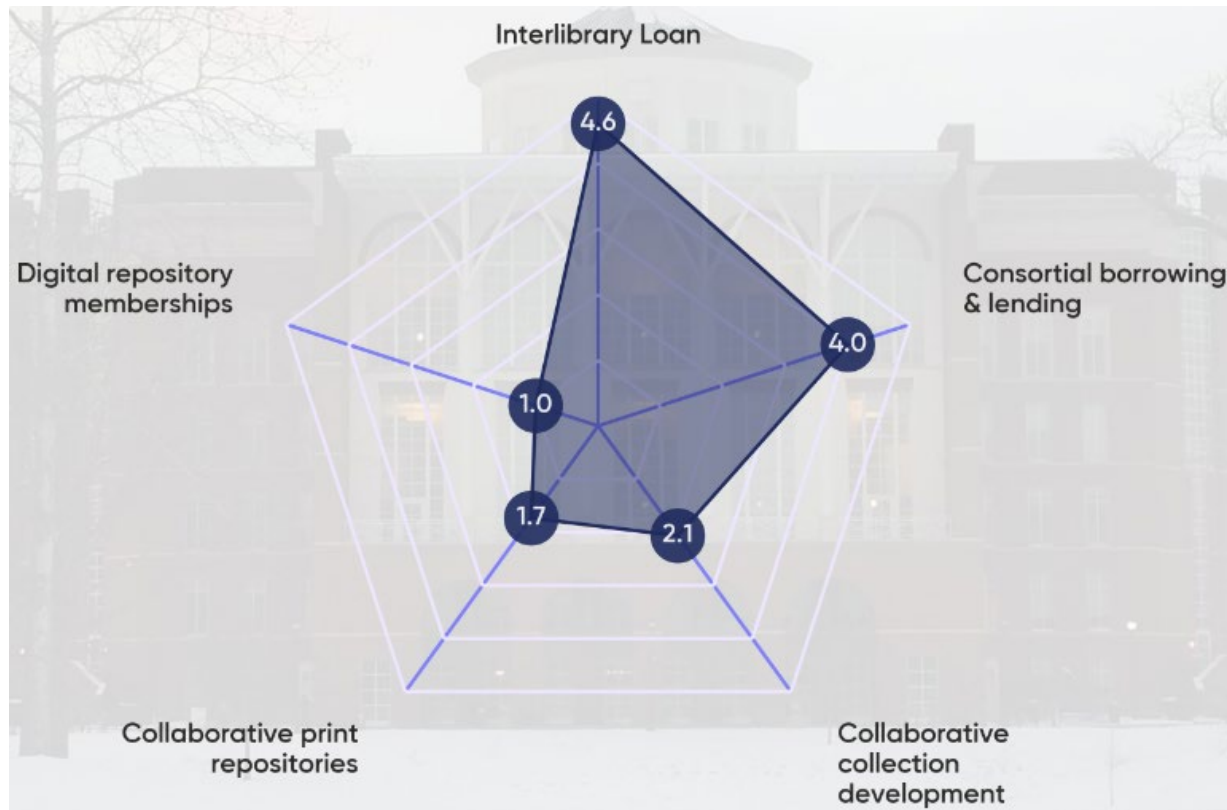


Figure 17: Live Poll Question 17: Resource sharing: taken for granted, or new dawn?

Resource sharing type: value perception	Weighted average
Interlibrary Loan	4.6
Consortial borrowing & lending	4
Collaborative collection development	2.07
Collaborative print repositories	1.73
Digital repository memberships	1

Table 17a: Weighted averages of 15 Live Poll responses to Question 17: Resource sharing: taken for granted, or new dawn?

Distribution of individual votes:

Resource sharing type	0	1	2	3	4	5
Interlibrary Loan	0	0	0	2	2	11
Consortial borrowing & lending	1	1	0	2	2	9
Collaborative collection development	4	3	1	3	3	1
Collaborative print repositories	8	0	1	2	2	2
Digital repository memberships	9	2	0	3	1	0

Table 17b: Distribution of 15 individual Live Poll responses to Question 17: Resource sharing: taken for granted, or new dawn?

Question 18: Preservation & Conservation at Your Library? Participants rated the strength of their institutions' [reservation programs on a Likert scale ranging from 0 to 5, where 0=no, not at all and 5=yes, in-depth and advanced. Average strength of preservation for physical formats was below mid-point. Average strength of digital preservation programs was at mid-point.

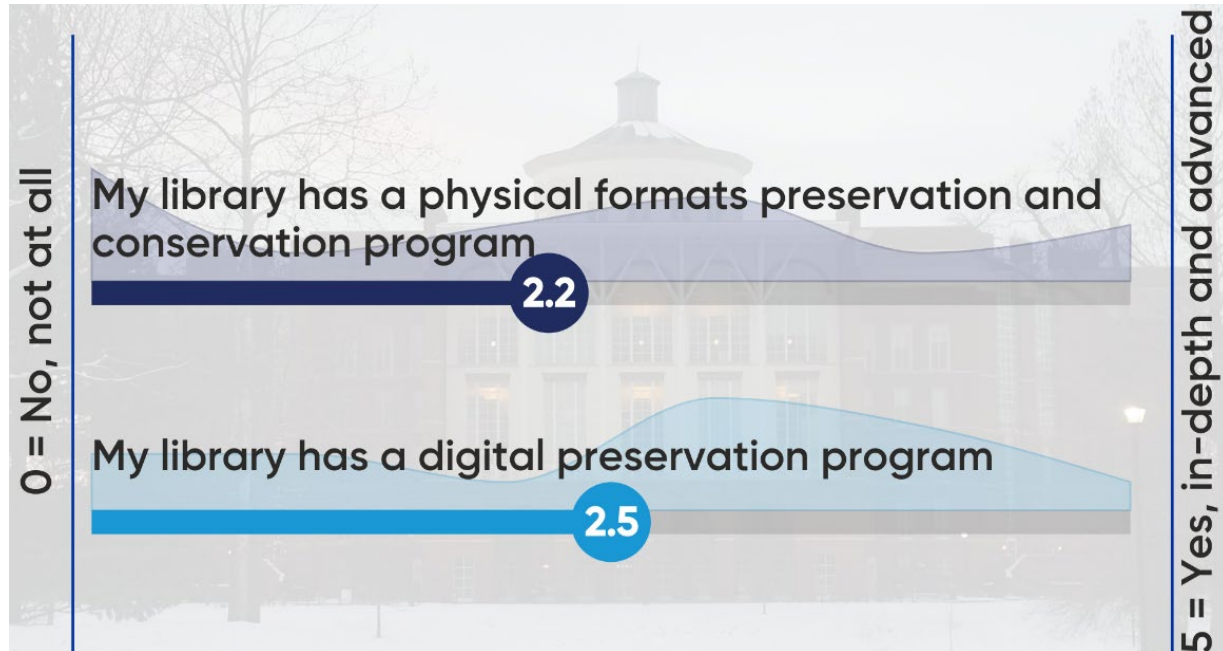


Figure 18: Live Poll Question 18: Preservation & Conservation at Your Library?

Preservation & conservation at your library?	Weighted average
My library has a physical formats preservation and conservation program	2.16
My library has a digital preservation program	2.55

Table 18a: Weighted averages of X Live Poll responses to Question 18: Preservation & Conservation at Your Library?

Distribution of individual votes:

Preservation & conservation at your library?	0	1	2	3	4	5
My library has a physical formats preservation and conservation program	4	1	2	3	1	2
My library has a digital preservation program	2	2	1	4	3	1

Table 18b: Distribution of 13 individual Live Poll responses to Question 18: Preservation & Conservation at Your Library?

Part 6 – Skill needs

Question 19: What needed collection skills would you like to develop?

Session participants indicated interest in developing skills in data, data analysis, and Counter 5.



Figure 19: Live Poll Question 19: What needed collection skills would you like to develop?

Responses

1. Data analysis
2. Data and Counter 5

Table 19: Live Poll: 2 responses to Question 19: What needed collection skills would you like to develop?

Part 7 -- Closing thoughts

In the final question, the participants shared their closing thoughts on major trends.

Question 20: Your closing thoughts: free-form & open-ended. As libraries navigate the tensions between ownership and borrowing of materials, session participants pointed out the key concepts of ownership and borrowship.



Figure 20: Live Poll Question 20: Your closing thoughts: free-form & open-ended.

Responses

1. Ownership
2. Borrowship

Table 20: Live Poll: 2 responses from 1 respondent to Question 20: Your closing thoughts: free-form & open-ended

IV. Summary

Collections are undergoing seismic shifts: Branching out from their origins of clear-cut print and other hardcopy materials purchased for perpetual ownership, collections are taking the form of leased content, digital scholarship, digitization projects, and a

multitude of Open Access initiatives. Evolving business models and stagnant budgetary climates are driving new purchasing models and collective stewardship initiatives encompassing collaborative collection development, distributed collection focus, shared print repositories, collaborative preservation, and library collaborations with community archives. Increased societal awareness of diversity, inclusion, and social justice has given rise to values-driven collection-building initiatives aimed at diversifying the collections' represented perspectives. The proliferation of digital resources and striving toward interoperability has spawned greater complexities and interlinkages across research workflows. This in turn heightens the need for increased seamlessness between tools throughout the scholarly production cycle.

Digital proliferation and technology infusions are profoundly reshaping library operations and services. Library professionals work at the intersection of these shifts. The conference session participants' live poll responses reflected the major shifts affecting collections and related workflows and services. Nearly 90% of the session participants were at academic libraries; 43% described their roles as collections, acquisitions, or subject bibliographer. An additional 24% self-identified as administrators, another 24% as "other", and 10% as vendors. With the majority immersed in collections, the poll responses reflected close-up views of the changing information ecosystem. The top three trends identified by participants in terms of impact and long-term importance were business models and budget constraints, followed by consortium deals and proliferation of digital media. Respondents also noted textbook affordability, online education, and tensions between ownership, leased content, and borrowing among drivers of changes to workflows. Data management, Open Access, Institutional Repositories, and digitization projects ranked highest among evolving library services – accordingly, participants expressed desire to grow their skills in data more broadly, data analysis, and Counter 5. The majority of participants' institutions support OA initiatives spanning publishing, technology infrastructure support, and financial support, while transformative agreements factored strongly among wish-list items. Most participants expressed active engagement in values-based collection development related to diversity, equity, and social justice. Despite the major shifts, long-established elements including subscribed content, collection policies, preservation, interlibrary loan, and consortial borrowing and lending continue to retain their importance.

V. Conclusions and Implications for Future Research

The rise and continued growth in data management support, Open Access, and digitization in libraries magnifies libraries' need to prioritize and to facilitate strategic skill development. Administrative support for learning opportunities would go a long way to help users make sense of the shifts and balance between proliferating new services and long-standing services of continued importance.

As library portfolios continue to diversify and broaden amidst evolving collections and trends, the library profession would benefit from future research in several major areas: evolving services, skill development, administrative structures, and business models.

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